

INCOMING OFFICER GUIDE

Your Role as a Student Leader

1. **Work on the morale of your group members.** Unless they feel good about their roles, your group members will not be as cooperative and productive as they could be.
2. **Expect any changes to be accepted gradually.** Sometimes we expect people to accept changes overnight that we have been thinking about for months. Remember that it is almost impossible to change people... they usually must change themselves.
3. **Be available to help those who want your help.** When we attempt to force our ideas of assistance when it hasn't been solicited, we risk building resistance among our group.
4. **Let your group members determine the group's purpose.** Unless group members have a say in what is to happen, their participation will be half-hearted at best.
5. **Emphasize the process for working through problems rather than the final result.** Your desired results may change as your group changes. An open channel of communication which involves all group members will help you incorporate these changes.
6. **Approach change through cooperative appraisal.** When change is based on evidence, it reduces the chances for a win-lose situation. The decision will be based on what is right, rather than who is right.
7. **Encourage brainstorming and creativity.** Provide feedback and support for new ideas and avoid penalizing for mistakes made for the sake of experimentation.
8. **Share decision regarding policies and procedures.** By emphasizing how to solve problems, and involving your members in these decisions, you will create deeper commitment in your members.
9. **Recognize criticism as the first step individuals take in assuming responsibility.** Use criticism as a chance to solicit suggestions for improvement.
10. **Share the glory.** You cannot expect enthusiastic participation if you take all the credit.
11. **Have faith and confidence in the ability of your group.** People tend to live up to our expectations, be they high or low.
12. **Be sure your group has a common purpose.** Structure meetings so that issues of common interest are discussed with the whole group, and individual concerns are addressed at other times.
13. **Trust the motives of all group members.** Attend to every suggestion as a sincere one which deserves a sincere response.
14. **Don't set yourself up as infallible.** Be honest and admit when you lack an answer. Don't be afraid to be human.
15. **Be specific.** Communicate exactly what you expect and think.
16. **Be socially sensitive.** Avoid being witty or funny at the expense of group members.
17. **Use the inquiry method.** Use questions to get information and define issues.
18. **Be impartial.** Play no favorites and give all group members equal chance to participate.
19. **Promote group cohesiveness.** Make all group members feel as if they belong.
20. **Manage conflict, don't ignore it.** Bring conflict into the open, and concentrate on issues, behaviors and facts rather than personalities.

Adapted from: Student Organizations' Handbook - The Wichita State University (1992-1993)

Incoming Officer's Transition Worksheet

[Questions to ask during transition]

Please think through and respond to the following questions regarding your responsibilities. This information will be helpful to your successor.

1. Things specific to the position I want to know about (forms, duties, etc...)
2. Things I should do over the summer...
3. People (positions) that I should get to know...
4. Services that I need to know about...
5. Things I need to know about working with my advisor...
6. Other questions I want answered...

Maintaining Continuity: Transition Questions New Officers

Directions: Many of these questions are geared toward former or out-going officers. New officers can use these questions to brainstorm ideas or goals for the upcoming term of office.

1. What do you perceive to be your organization's objectives or goals?

2. What do you consider to be the responsibilities of your office?

3. What are your expectations of yourself in the office?

4. What expectations do you have of the executive council?

5. What expectations do you believe your members have of you?

6. What problems or areas will require attention within the next year?

7. What should be done immediately in the fall?

8. Who do you anticipate will be most helpful in getting things done? (People outside your organization such as advisors, professors, administrative staff, etc.)

9. Write down one specific problem you anticipate you will encounter during your term.

Incoming Officer's Keys to the Future

Before you begin goal setting with the members of your organization, you may benefit personally by developing your own goals. The goals may vary in terms of being long or short in range. Some things you may want to think about for yourself might be: the tone you would like to create in your organization, programming ideas, personal growth, the people you will be working with, budgeting, leadership training, etc.

Begin your own goal setting now by brainstorming for possibilities of what you would like to be about during the upcoming year.

Now list things you can do right away:

Things I want to do starting right now!!! (Be specific - how, when, where...)

- 1.
- 2.
- 3.

Things I want to get started on soon: (when?)

- 1.
- 2.
- 3.

How do I get started? Is there anything I can do before tomorrow? What specifically?

What can I realistically have accomplished one-week from today? One-month?

GOAL SETTING GUIDE

GOAL SETTING

Considerations:

Are my goals consistent with my understanding of the purpose of the group?
Will the members of my organization agree with my goals? Check with them.
Am I being realistic? Can I accomplish my goals during my tenure as
organization leader? Goals I want to accomplish during my tenure:

1. Projects-

A.

B.

C.

2. Process or manner in which we go about projects (i.e., involving people in
decisions, having more members participate in meetings, having more
interesting meetings, etc.)

A.

B.

C.

Where Can I Begin?

Which goal seems most important to me?

Do I have the skills necessary to accomplish my goal? Who else in my
organization can help me? Are there outside resource people who might help?

Is there anything I can do before tomorrow to help me reach my goal?

What can I accomplish next week?

What specifically can I do within one month to reach all my goals?

WILL I DO IT?

*Source of this guide: The Student Organization Officer Transition Guide from Old Dominion University's Office of
Student Life Activities and Leadership*

Incoming Officers – “Goals, Dreams, & Priorities”

Things We Would Like
To Accomplish

Barriers/Limitations

Resources

Unknown Questions

Why We Want This

MOTIVATION

Keeping Your Officers and Organization Members Motivated Throughout the Year

Ten Commandments for Student Leaders

1. Look upon all of it as a learning experience.
2. Mistakes are inevitable. You have to learn to live with them, and so do others.
3. Don't get caught up with global issues, such as remaking the whole Wartburg College. Politics is the art of the possible; so pick out some realistic goals and really go for them.
4. Try to strike up a friendship with the administration. They aren't really bad guys and you might have something to learn from them. Also, they are not automatic adversaries. Believe it or not, they like you and want to be helpful as you mature into real leaders.
5. The common good is terribly important. It means the common good for students, faculty, and for the whole University community. You are part of it, so work for it.
6. Be honest, especially with yourselves. Integrity is probably the best quality of a leader.
7. Be open minded. No other attitude makes learning possible. As Winston Churchill said, "All complicated questions have simple answers. However, they are all wrong."
8. Be fair, even with grown ups. Fairness will win them more than anything else.
9. Don't be cynical. A cynic accomplishes nothing. All of us have to be shocked by the injustices we face in life. Cynicism will never conquer them and attain justice.
10. This will probably sound silly, but my bottom line is laughter and love. It is important to be able to laugh at ourselves, which means not to take ourselves too seriously, whether we are President or freshman. Somehow laughter gets us through the most difficult of solutions, but love is important, too, because in a very real sense, we can't work together unless we respect and love each other, young and old.

Taken from letter from Rev. Theodore M. Hesburgh, C.S.C. President of Notre Dame dated 10/30/95

How to Make an Impact as a Student Leader

1. Be a role model.
2. Confront unacceptable behavior.
3. Utilize training experiences.
4. Find the “teachable moment.”
5. Be supportive of others.
6. Actions should reflect words - be consistent.
7. Develop expectations.
8. Present programs that are reflective of your values and organizational values.
9. Be consistent in your organizational promotions / advertisement.
10. Structure experiences.
11. Lead discussion sessions on values and ethics.
12. Develop an organizational and/or personal code of ethics.
13. Make a difference in all that you do!

NACA National Convention, February 1991

What is the Greatest?

Greatest Handicap.....Fear
Greatest Day.....Today
Greatest Mistake.....Giving Up
Greatest Stumbling Block.....Ego
Easiest Thing to Do.....Find Fault
Greatest comfort.....Work Well Done
Greatest Need.....Common Sense
Greatest Gift.....Forgiveness

Use your good judgment in all situations.

There will be no additional rules.

Don't find a fault. Find a remedy.

A Wish for Leaders

I sincerely wish you will have the experience of thinking up a new idea, planning it, organizing it and following it through to completion, and then have it be magnificently successful. I also hope you'll go through the same process and have something "bomb-out."

I wish you could know how it feels "to run" with all your heart and lose... horribly!

I wish that you could achieve some great good for mankind, and have nobody know about it except for you.

I wish you would find something so worthwhile that you deem it worthy of investing your life within it.

I hope you become frustrated and challenged enough to begin to push back the very barriers of your own personal limitations.

I hope that you make a stupid mistake and get caught red-handed and are big enough to say those magic words, "I was wrong."

I hope you give so much of yourself that some days you wonder if it's worth all the effort.

I wish for you a magnificent obsession that will give you reason for living and purpose and direction in your life.

I wish for you the worst kind of criticism for everything you do, because that makes you fight to achieve beyond what you normally would.

I wish for you the experience of leadership.

- Earl Reum

Human Gadgets

We all have a place in the world it is said
And some are the leaders and some are the lead.
We all are parts of a great big machine
Where wheels, great and small, worth with pieces unseen.

Consider your watch... which part would you choose
As the most necessary... the springs or the screws?
The nuts or the bearings, the large cog, or small...
Which one makes it go? Which part most of all?

Take your car... could you do without wheels, without tires...
The batteries, magneto, the spark plugs, the wires?
If you'd take off the steering wheel, take off the clutch
Or remove all the breaks... would it then be worth much?

No, the greatest fly-wheel could not spin without grease
And it's held in place by one small simple piece,
So don't be dismayed when you seem in a rut,
You're important.. Though you may only be a nut!

- Richard Maxwell

From "Life's Little Instruction Book"

H. Jackson Brown, Jr.

- Be the first to say "hello".
- Buy great books even if you never read them.
- Treat everyone you meet like you want to be treated.
- Never give up on anybody. Miracles happen every day.
- Vote.
- Stop blaming others. Take responsibility for every area of your life.
- Admit your mistakes.
- Remember that all news is biased.
- Be brave. Even if you're not, pretend to be. No one can tell the difference.
- In business and in family relationships, remember that the most important thing is trust.
- Think big thoughts, but relish small pleasures.
- Learn to listen. Opportunity sometimes knocks very softly.
- Never deprive someone of hope; it might be all they have.
- Resist telling people how something should be done. Instead, tell them what needs to be done. They will often surprise you with creative solutions.
- Do battle against prejudice and discrimination wherever you find it.
- Let people know what you stand for - and what you won't stand for.
- Become the most positive and enthusiastic person you know.
- Commit yourself to constant self-improvement.
- Don't major in minor things.
- Never cut what can be untied.

It's Not Easy...

To apologize,
To begin over,
To be unselfish,
To take advice,
To admit error,
To face a sneer,
To be charitable,
To keep trying,
To be considerate,
To avoid mistakes,
To endure success,

To profit by mistakes,
To forgive and forget,
To think and then act,
To keep out of a rut,
To make the best of little,
To subdue an unruly temper,
To shoulder a deserved blame,
To recognize the silver lining-

BUT IT ALWAYS PAYS.

Having no trust is at the top of the list.
The other four are: no need, no money,
no hurry, and no desire.

-Murray Raphel

DWYPYWD

It means the same thing backward as forward:

Do What You Promised You Would Do.

Here's why: A recent survey revealed that 90 percent of Americans do not associate the word "trust" with the word "business". What an indictment of the selling profession. But what an opportunity for you and your business. There are really five basic reasons people will not buy from you.

Rules and Thoughts to Live By

1. It ain't as bad as you think. It will be better in the morning
2. Get mad, then get over it.
3. Avoid having your ego so close to your position that when your position fails, your ego goes with it.
4. It can be done!
5. Be careful what you choose. You may get it.
6. Don't let adverse facts stand in the way of a good decision.
7. Check small things.
8. Share credit.
9. You can't make someone else's choices. You shouldn't let someone else make yours.
10. Remain calm. Be kind.
11. Have a vision. Be demanding.
12. Don't take counsel of your fears or naysayers.
13. Perpetual optimism is a force multiplier.